

SOUTHERN ILLINOIS

UNIVERSITY OF ILLINOIS
SOUTHERN ILLINOIS
business bulletin

SCHOOL OF BUSINESS

SOUTHERN ILLINOIS UNIVERSITY

Vol. 9 No. 3

Summer, 1959

Carbondale, Illinois



INDUSTRIAL PUBLICATIONS Reach 150 Million Readers

SPECIAL COMMUNICATIONS SECTION

• THE CORPORATE PRESS

- BUSINESS LETTER WRITING
- TIPS ON BUSINESS SPEAKING

VISITING PROFESSORS: BELL, LEIB

Two distinguished professors—one arriving and one departing—are in the SIU School of Business news this summer.

They are Dr. James Washington Bell, executive secretary of the American Economics Association, who taught during the spring term as Distinguished Visiting Professor of Economics, and Dr. Karl E. Leib, former head of the Management Department at the State University of Iowa. Dr. Leib will join the faculty this fall as a Distinguished Visiting Professor.

Dr. Leib has been a visiting professor at the University of Illinois since 1957. The 70-year old management expert has had some 30 years of experience in teaching, administration, and business consulting.

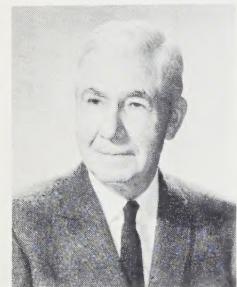
He joined the Iowa staff in 1924 as an assistant professor and rose to full professor in 1927. He remained at Iowa until 1957, the last seven years serving as head

of the Department of Labor and Management. From 1951-54 he was acting director of the University of Iowa Bureau of Labor and Management.

A native of Iowa, Dr. Leib received his B.A. from Stanford University in 1916 and earned a Doctor of Jurisprudence degree from the Stanford University Law School in 1923. From 1920 to 1924 he served on the faculty at the University of Washington, Seattle.

In addition to his professional work at Iowa, he was active in the development of that school's athletic program. Dr. Leib served as chairman of the Board in Control of Athletics and was Iowa's faculty representative to the Western Conference (Big Ten) from 1938 to 1947. He also served as president of the National Collegiate Athletic Association (NCAA), 1947-49.

Dr. Leib is a member of the American Economic



Association, the Academy of Political and Social Science, a Fellow of the Academy of Management, the Society for the Advancement of Management, the B.P.O.E., and the Rotary Club.

Dr. Bell has been professor of Economics at Northwestern University for the past 33 years. The



68-year old expert on banking and business cycles spent 1958 as a member of the U.S. State Department's economics team conducting business seminars in the principal cities of India. He also served as a consultant to the International Cooperation Administration.

A graduate of Colorado University (which awarded him an honorary degree in 1955), with a doctorate from Harvard, Dr. Bell joined the Northwestern faculty in 1922. He served there as director of the graduate division of the School of Commerce, head of the Department of Finance, acting dean of the Graduate School, and chairman of the Economics Department. Dr. Bell has been president of the Economists' National Committee on Monetary Policy since 1953 and is a Fellow of the Royal Economic Society.

SOUTHERN ILLINOIS BUSINESS BULLETIN

SUMMER, 1959
Vol. 9, No. 3

The *Southern Illinois Business Bulletin* is published quarterly by the School of Business, Southern Illinois University, Carbondale. Second class mail privileges authorized at Carbondale, Illinois. Signed articles do not necessarily reflect the views of the *Business Bulletin*, the School of Business, or Southern Illinois University.

Subscription is free

President of the University	D. W. Morris
Dean of the School of Business	H. J. Rehn
Editors	Edmund C. Hasse Richard J. Dandeneau
Editorial Board	Henry J. Rehn Edmund C. Hasse Milton T. Edelman Richard J. Dandeneau

BUSINESSMEN GO TO COLLEGE

Some 20 southern Illinois businessmen attended a college refresher course for business owners, managers and supervisors during March, April, and May.

The 12-session program was designed to give intensive study to the theory and practice in four phases of business—management, economics, statistics, and trends. The course was sponsored cooperatively by the SIU Small Business Institute and the U. S. Small Business Administration.

Faculty included professors from the School of Business and the staff of the Small Business Institute. Southern Illinoisans who attended were:

Edward A. Hon, Gallatin County State Bank; Ridgway; D. D. Lister, Gene Clarke, and Bill Clegg, Good Luck Glove Co., Carbondale; Alvin McGrove and Don Shafer, Musgrove Shoe Store, Olmstead and Mt. Vernon; R. A. Schmidt and R. E. Cochran, Sangamo Electric Co., Marion; Warren S. Hastings, John B. Vick, and George W. Phillips, Bumpa-T-Sign Co., Mounds; John J. Scherrer, Scherer Equipment Co., Ridgway; Ken Avis, Marion C. Dairy, Marion; Gib Reiman, Reiman Real Estate Co., Murphysboro; Don Browning and Frank Dlapa, Campbell Hardware and Furniture Co., Benton; John W. Jones, DX Oil Co., West Frankfort; Jerome A. Lutz, Lutz Marble Co., Anna; and B. Toberman, Kroger Co., Carbondale.

STRONG CORPORATE PRESS REACHES TWICE AUDIENCE OF DAILY PAPERS

by Al Knight

The captains of American industry may be surprised by the sound of their own voices.

Although surprise is usually generated either by fear or delight, business spokesmen today are more likely to be startled by a fresh awareness—a sudden realization of the actual range of their collective influence.

Conversing through the corporate press (a collection of upwards of 10,000 regularly published company newspapers and magazines) leaders of commerce have a direct pipeline—and this is hard to grasp—to a firsthand audience of 150 million readers.

It was not always so. At the turn of the century a scattering of companies were publishing newsletters, printed sheets telling about wages, benefit programs, and babies. Only a handful of corporations, perhaps not that many, were routing publications to customers and stockholders to tell them about products and services.

Probably the major break-through in communication came just 50 years ago. In 1908, three of day's best read "external" publications made their first appearance. They were *The Houghton* (only two editors in 50 years) of the E. F. Houghton & Company, Philadelphia; *Through the Shores* of W. S. Tyler Company, Cleveland; and *Ford Times* (circulation aiming today for the million and a half mark) of Ford Motor Company, Dearborn, Michigan.

Accompanying this sudden spurt in the external press, came a new wave of publications aimed at the plant employee. The growth of individual publications and the corporate press as a whole came in many identifiable surges. The whisper amplified to a powerful voice, especially influential when the industrial press speaks as one. Frequently it has presented a solid front against undesirable legislation, promoted get-out-the-vote, United Fund, and Boy Scout drives, and championed made-in-America opportunities. War Bond drives during World War II offered this journalistic "offshoot" its first big chance to rally behind a common cause.

Subsequent success in this and other wartime motions earned a new respect for industry's united voice. Many companies took a longer look at employee communications programs. In publications they felt was an opportunity to talk about things that industry thought would be good for the corporate family, to recognize individual achievements, to record the current history of their companies, and to give the employee an avenue to talk

Al Knight is managing editor of Monsanto Magazine, published by Monsanto Chemical Company of St. Louis. This article, under the title, "Look Who's Talking," appeared in the November-December, 1958, issue of Monsanto Magazine.

SPECIAL SECTION

COMMUNICATION IN BUSINESS

From Socrates to Sputnik and back again, writers have worn, torn, compared, and not spared the subject of "effective communication." Out of an age-old melting pot of ideas, most experts of all eras extract one common notion: Communication is important. Progress in human affairs—economic, political, social, or religious—is welded to our individual and collective ability to communicate with each other through language. From the individual's standpoint, the higher he climbs toward peaks of responsibility in any activity, the more he must rely on the tool of language to hold his footing or move upward. The articles by Al Knight, Ralph Micken, and Richard Dandeneau offer another trio of viewpoints on effective communication in one area of human affairs—business.

with management.

A healthy birth rate ensued. Publications widened the flow of news and information to employees, reached out to dealers, customers, and shareowners.

But, even though a majority of business newspapers and magazines have seen the fluorescent light of a pressroom only in the years since Pearl Harbor, the history of the corporate press dawned much earlier.

One writer likes to associate its origin with "court circular papers" published in China during the Han Dynasty. That was over 20 centuries ago.

However, the initial company-sponsored newspaper in the U.S. probably was the little-known *Lowell Offering*. Introduced around 1840 by the Lowell Cotton Mills, Lowell, Mass., the publication for and by women mill hands gained stature under the editorship of Miss Harriet Farley in the three years between 1842 and 1845. Later known as *New England Offering*, it evolved into a commercial periodical featuring writings of women who worked in industrial plants.

On March 1, 1865 another company newspaper conquered deadline and "blue pencil." The dateline read Hartford, Conn. The masthead, *The Travelers Record*. The editor of the very respectable sheet was James G. Batterson, founder of The Travelers Insurance Companies. His first issue featured a treatise on railroad accidents.

With a circulation of 50,000 copies, *The Record* rivaled in readers the popular commercial mag-

azines of the day —*Harper's Weekly*, *Leslie's Weekly*, *Godey's Ladies Book*, *The Police Gazette*, and *The Saturday Evening Post*.

Mr. Batterson's early issues were charged with tales of Indian treachery, run-away stagecoaches, and the assassination of Abraham Lincoln.

In 1867, the Hartford Steam Boiler Inspection and Insurance Company with its *The Locomotive* gave the corporate press its first plurality. Both companies are still active—and still communicating.

In the years that followed, many more firms turned to the printed word. Time was when a president of a firm could inspire his people to new production levels by talking to them on the job, calling each by his first name. But as companies grew, the complexities of running a business took more and more of an executive's time. Before long, presidents found they were hard pressed to keep up a personal family-type relationship with the fellows in the plant. Company publications qualified as the best means of salving the growing pains of industry's "big, happy family."

Wilfred B. Talman, a veteran New York company editor, calls the "big, happy family" concept the "tritest of all bromides." He adds, however, that "in the triteness may be some truth. Members of an unhappy family sulk in silence and avoid one another. A happy family converses—though much of the conversation may be small talk and of little importance to others.

"Such a fountain of conversation—bubbling forth in print when the family grows too large to meet and talk together—is an American folkway or folk art," Mr. Talman believes.

The days of the "folkway" are rapidly disappearing, though. The part-time editor—a self-trained journalist, progressing as well as he could by trial and error—bore the brunt of early written communications. His audience for the most part was small, uncritical—and sometimes—unreading.

Upgrading of requirements for staffing company publications has been slow—with some notable spurts here and there. Since the early days of the corporate press, industry recognized more and more the need for professionals. Communications became more complex; operating a business became even more intricate.

In the editor "skull-hunts" that ensued, industry discovered that college journalism schools had not yet had time to gear up for this new breed of writer, editor, printer, philosopher, and economist. Personnel people "bird-dogged" the newspapers, siphoning off skilled writers, who knew the smell of printer's ink and had had at least one furtive look at "type lice."

Industry's lures—more money and an office—pulled talent from behind city desks and off the courthouse beat. Good writers forsook the pressures of daily deadlines for the less frequently published corporation papers.

Once the "pros" took over, changes became common place. Businesslike methods brought results. The U.S. Chamber of Commerce agrees that during

the past 15 or 20 years, the "full potentialities company publications for fostering good employee relations have been recognized."

New editors inherited, or developed, a wide variety of newspapers and magazines, their forms ranging from LIFE-size picture books to mimeographed newsletters. Unique among these company publications is the pocket-sized *Ford Times* which first appeared when Henry was still cranking up his "tin lizzie."

Its editor declares, "The page size is no accident. Years ago, when it was somewhat larger, Henry Ford visited the editorial office, picked up a current copy, and tried to stick it in his coat pocket as he left. After several unsuccessful efforts, he turned to the editor and said, 'Make the *Ford Times* so that it will go in my pocket.'" So he did.

While the *Times* grew smaller, its stature grew taller. Other magazines, and newspapers too, shied off the noisy presses, with a particularly heavy surge of new publications in the mid-30's.

"The growing interest in communications," writes Prof. Clement E. Trout, former journalism head at Oklahoma State University, "was forced on industry by the government-sponsored drive to control private industry. This was the motivating force behind the establishment of company magazines and the wider interest field which they covered before World War II."

Generally recognized as the "dean" of industrial journalism, Professor Trout was among the first to see a need for training on the college level for the new profession. Along with his ideas for new curricula, he supported steadfastly the need for an exchange of ideas within the young editing profession.

Such an exchange grew out of the 1937 meeting of the annual congress of the National Safety Council in Chicago. During a coffee break, the editors shared parenthood of a plan to help the companies by "picking the brains" of editors over the country.

From this nucleus grew the American Association of Industrial Editors. A few years later, the larger International Council of Industrial Editors was incorporated in Pennsylvania. Today ICIE numbers 4,000 members in its 69 associations and chapters.

Nearly every major city boasts an active association of industrial editors, but perhaps the most notable chapter is the highly flexible American Railway Magazine Editors' Association.

Its "conventions on wheels" are the talk of the trade. In 1957, more than 100 railway editors boarded two trains and "held forth with program sessions a full day rolling through Texas," thence to Mexico.

Local associations usually meet once each month to cope with communications problems, seek inspiration from management speakers, and to further their own cause locally and nationally.

Editor's organizations long since have crossed international borders. The American Association of Industrial Editors lists many Canadians in its rolls while the sprawling ICIE even reaches across

ans.

Both organizations offer their members a raft of individual services—special mailings, conferences, placement bureaus, evaluation programs, subscriptions to organization magazines, and competitive awards programs—to name only a few. Certainly one of the most comprehensive studies the corporate press was made under the auspices ICIE. Using the designation, "Operations Tapeasure," a probing survey reached into the souls thousands of publications and the men and men who staff them. Not the least of its multitudinous findings, "Tapemeasure" revealed that the investment of funds in corporate publications pays dividends.

Results of similar surveys, channeled "upstairs," have been the basis for executive decisions in facing to some particularly sticky communications problems.

This confidence in the corporate press is reflected London by a British business leader, who told a cheon crowd, "Today the house magazine editor often doing a far more important job than many his contemporaries in Fleet Street. In fact I go far as to say that Britain's future depends considerably on what he is doing."

In England it is not uncommon for employes to y for their company's publication—in contrast to e distribution by U.S. firms. More than two lion industrial newspapers and magazines are dled as third class mail each year by Uncle n's couriers.

A segment of these vast mailings filters overseas readers in many foreign countries. It has been d that the products of the corporate press present clearer picture of how Americans live than does y other medium.

Good editors are making new surveys of their effectiveness. Hundreds compete in an annual ards program sponsored by ICIE, where, in an ort to upgrade editorial standards, each entry is luated by an awards jury. Recommendations for rovement are then passed along to each individual—winner or not.

Today no one disputes that each publication uld have a defined purpose—in writing. This nking is not new. In the early 20's, the S.D. War-

Company, Boston paper-maker, in a booklet moting industrial publications, urged that "the d of the business should not say, 'We ought to e a house organ.' But rather: 'We need and ht to have a house organ to go to this definite s of readers to influence them to do thus and ."

Publications with special purposes give industry well-balanced communications arsenal. Internals the mortars for close-in targets; internal-extenal magazines, shotguns for broadside news, le externals point like rifle barrels at customer rest.

Suitably armed, the captains of industry can aim r printed voice around the world—or around corner.

SPEECH IS PREFERRED MEDIUM TO INFORM, EXPLAIN, REPORT

by Ralph A. Micken

In the book, *Business Communication*, by Marston, Thompson, and Zacher, the authors introduce their section on speech with the words "the preferred means of communication". This pretty well describes speech in its relationship to business. Certainly when it is necessary to provide information, explain proposals and report on conditions, man almost instinctively turns to talk. Once all the facts and figures are available in written form, people in business and industry want to get together and talk them over.

YOU'RE BOTH PEOPLE

One of the most common of these face-to-face situations is the job interview. For those readers who are also employers, the following advice is pertinent. Don't use unkind "torture chamber" devices such as the armless chair facing the light, and so forth. After all, ability to remain game in the face of rudeness is likely to be only one of the qualities you are looking for.

Begin casually in order to give the prospect a chance to catch his breath and then move in with specific questions which will get you the information you want. Let the interviewee ask questions, too; frequently you can learn more from him this way. Be relaxed and conversational; this is not supposed to be a little ordeal for both parties, but the first step in a successful interpersonal relationship.

NO SERPENT AND RABBIT

If the interview has selling as its objective, perhaps the best advice again is to make it a conversation, not a "pitch." Know your buyer before you go in, avoid the "serpent and rabbit," nose-to-nose approach. After all, hypnosis is not the objective. Behave with the poise that a good product warants, and adjust to the situation as you find it. It won't hurt you to know that your prospect has five daughters or plays a good game of golf, but don't forget your product.

CONFERENCE CALLS FOR GOOD TALK

Much stress is now put upon conference. The busy man will probably have more occasion to speak as part of a group than from the platform. What are some of the implications of this kind of speaking? Naturally, the actual speaking time will be relatively short. Even when you are the only speaker on more-or-less formal occasions, long speeches are rarely in order; in the discussion, long-winded statements and little orations are never good. The discussant therefore will work for conciseness,

*Ralph A. Micken is professor of speech and chairman of the speech department at SIU. He is the author of the book, *Speaking for Results*, and numerous articles on legislative debate and argumentation.*

exactness, and brevity. If he has much to say, he may enter the discussion at several points and get everything said without taking over for long periods.

The style will be less formal, more conversational; the organization less tight. This does not mean, however, that discussion talk should be sloppy, fragmented, and ill-organized. If there is a danger in the present trend toward conference, it lies right here. I have heard a number of people make the comment, "Oh, if it's just a discussion I can get by." Actually good communication is just as important in group talking as it is in single speaker situations. Incisive utterance, suggestive language, and clear thinking should always characterize speech if it is to be effective.

BRING SOMETHING ALONG

Since exhaustive treatment of the subject is no longer required of the individual, some people think that discussion relieves them of the need for thorough study of the subject. Of course, the member will take away something new from the conference, but this in no way releases him from the duty of bringing all the information and thought that he can to the meeting.

Groups frequently get together to seek agreement by talking things over. This calls for an open-minded attitude on the part of each member. Even if you have a preconceived notion as to what the group ought to think, you will do well not to come to the meeting without the intention of giving everyone a hearing.

The conference is usually called for the purpose of finding out or deciding. This means that the participant is both a listener and a talker; he is both information-gatherer and informer.

LISTENING IS A PART OF IT

An insurance man in an evening class once told me that what he really needed was not only a course in how to speak but also a few lessons in when to keep quiet. Group discussion, more than any other speech situation, puts a premium upon frequent busy silences on the part of the participant. What you say when you speak is bound to be more valuable if you have been listening. The times when you aren't speaking should never seem to be frustrating and unproductive interludes to be endured until you can get the floor again. How actively do you listen?

AGENDA OR BRAINSTORM?

Some mention ought to be made at this point of the fact that there are two or three ways to look at conference from the stand-point of organization and preparation. Sometimes you will want to prepare a list of sources and detailed agenda in advance of the meeting. This agenda will be followed rather closely, and each item on your list may even be allotted a specified amount of time.

On the other hand, there has been a recent tendency to swing toward loosely organized, *ad lib*

sessions in which you say everything that comes to mind. This is sometimes labeled brainstorming. It puts a premium on spontaneity and the unrehearsed contribution. Each of these approaches has merit and the business man will do well to pick his method according to his needs.

The carefully organized approach is clearly indicated where information and ideas are already available and the problem is really one of choice of decision. The brainstorming method is useful when the problem is primarily exploratory.

CONFERENCE PULLS PEOPLE TOGETHER

If your business employs a staff of several members, the group discussion method recommends itself as a device for building *esprit* or for tightening interpersonnel relationships.

Quite aside from the pooling of information and ideas and the making of policy decisions, you may wish to use the conference for pulling your group together and making it a smoothly working unit with a co-operative feeling.

The average business, large or small, frequently loses valuable ideas for selling or organizing when the personnel have not acquired the habit of speaking, contributing, and talking things over.

BUSINESS SPEAKING SEEKS RESULTS

In his speaking the business man is after a certain result. He is not simply passing the time of day. The salesman will get little satisfaction from the aesthetic beauty of his remarks if he does not sell his product. The job interviewer will get little thrill out of playing the boss if his conversation does not secure useful additions to his staff. The promoter will not delight long in the beauty of the phrases with which he presents his proposal if his idea is not accepted.

Therefore, the following advice should be helpful:

1. *Know exactly what your purpose is before speaking.*
2. *Select the materials which make your product or proposal attractive.*
3. *Arrange your ideas so that the listener can't miss the sense.*
4. *Use understandable and exact language with easily remembered sentences or idea units.*
5. *Don't forget to leave the impression with your listener that you are well informed, reliable, and friendly.*

Today very few men in business question the importance of training in speech. Oral communication has so many evident advantages. It permits the communicator to say things in a greater number of ways, thus assuring exactness of meaning. It enables him to point up important things through stress and vocal emphasis. It gives the speaker opportunity to watch the listener's reactions and thus enables him to determine the effect of his speaking. It guarantees that both parties can understand and get to know each other better even while they are communicating. Assuredly, speech is the preferred method of communication.

WRITING BY EAR" GOOD TEST FOR BUSINESS CORRESPONDENCE

by Richard J. Dandeneau

Writing is like baking a cake: It takes more than good recipe to do an effective job. Unfortunately (or maybe fortunately), we can't buy instant writing which, when mixed with paper and ink, will turn out a prize-winning letter or report.

Since man invented writing about 5,000 years ago, just about everyone who was anyone (and a good many who weren't) has recorded sense and nonsense about the art. Although I've not counted them lately, there must be at least fifty million experts on writing in America today. Individually and collectively they offer the recipe for effective writing. A casual survey of bookstores and magazine stands will show you just how many "sure-fire," "sure-all," "can't-fail," "guaranteed-to-produce-results" writing techniques are available.

The purpose of this article is not, therefore, to add another "original" discovery on the pile. My purpose is to present just one fundamental test of practical writing—and it's an old one—which I have found to be helpful in my own writing and teaching.

The greatest single barrier to writing improvement which I believe most of us encounter sometime during our lives is a deep dislike of writing based upon the fear of making a mistake.

When it comes to writing, we all seem to live with the ghost of an imaginary old Finger-pointing School Marm who shakes her head at us every time we pick up our pens. Her imaginary kibitzing irritates us and changes us into nervous, incompetent writers. To get rid of this ghost, we either don't write at all (when we know we should) or we copy off of books and magazines in an effort to shift the blame to someone else.

Few of us believe in ghosts. And I think we'd all agree that the whole Finger-pointing School Marm is just an inaccurate stereotype or caricature which is, and probably always has been, more legendary than factual.

Modern English teachers—whether they're teaching practical or creative writing—are not primarily concerned with mistakes. The ones I know spend their time trying to help others communicate naturally, naturally, personally, and interestingly. To achieve these primary goals, however, English teachers also try to direct the student down correct and conventional paths in the use of his native tongue.

Unless I miss my guess, the nation's English teachers would walk off the job tomorrow if they were told they had no other task than to correct

grammar, punctuation, and spelling.

To make any fundamental improvement in our writing, therefore, we must rid ourselves of this ghost. In terms of writing, this means going back in the communications process behind the writing problem to the speech situation, speech being the foundation of the whole communicative process. Briefly, my system of writing improvement begins with the oral process.

As Mr. Mickens pointed out in the preceding article, speech is indeed the preferred method of communication. For the following reasons, I'd like to go one step further and say that speech is fundamentally the only method of practical communication.

First, speech is one of the characteristics which distinguishes man from other animals. Writing, to be sure, distinguishes some men from other men; but only speech distinguishes man from other animals. Man's ability to send, receive, and store language messages is tightly bound up with the ability to control his environment. Speech is a basic human activity. Likewise, the course of human events depends almost entirely on speech activity.

Second, everyday speech is a spontaneous, natural activity of all of mankind. Speaking, like breathing, is automatic and perpetual. During his lifetime, man sends, receives, and stores language symbols effortlessly and without much conscious thought.

Finally, everyday speech is personal. Each individual adapts his own communications equipment—within the framework of certain processes common to all—to his own individual purposes. Speech behavior, moreover, is one of the major yardsticks for measuring what a man knows, feels, or believes. In short, everyday speech is human, natural, and personal.

Everyday speech has two serious drawbacks, however. First, it is ephemeral and once spoken is gone forever. Second, speech has a limited range, traveling only as far as the voice will carry. To keep permanent records and to communicate over long distances, man invented writing some 5,000 years ago. This invention—maybe man's greatest—marks the dividing line between prehistoric and modern man, between primitive and civilized man.

Like the pulley or the lever, writing is a mechanical device designed to transfer speech activity onto a tangible object which can be moved easily or stored indefinitely. The process of drawing language symbols (representing speech activity) is called writing. The process of looking at the symbols and changing them back into speech activity is called reading. Some scientists call these processes *encoding* and *decoding*. The essential point here is that writing is not so much a new way to communicate as it is an improvement or extension of the older way—speaking and listening.

Ever since man first scratched his crude symbols on a piece of wet clay, written communication of information has been successful only if the receiver decoded the language symbols in exactly the same way that the transmitter encoded them.

Richard J. Dandeneau is assistant professor of management at SIU. He teaches business writing courses in the School of Business.

If a writer cannot use this mechanical device well enough (that is, he cannot encode his messages effectively), there is little chance that he can complete a language transaction with a reader. Furthermore, even if a writer can encode messages effectively, the transaction still cannot go to completion unless the reader knows the code (that is, knows the same symbols for speech activity).

For purposes of practical business writing, therefore, the responsibility for the success or failure of any language transaction rests primarily with the writer. The proof of the writing is in the reading.

So much for background. I've deliberately given this general information about communications and the relationship between writing and speaking because they are important to my main emphasis in writing. Unless you have some perspective about this whole process and approach writing improvement from this angle, this test won't work.

The fundamental test of effective practical writing which I suggest is simply this: Read aloud everything you write. Judge your writing by sound rather than by sight; and as you read, ask yourself the following questions:

1. Does my writing *sound* human? Is the language I've used 1959 English conversation? If I were talking face to face with my reader would I use the same words and put them in the same order?
2. Does my writing *sound* natural? Is it written in the same natural, spontaneous, everyday way I talk and act? Does it read easily and smoothly, or does it make me stutter and choke up because my voice balks at the awkwardness of the words on the paper?
3. Does my writing *sound* personal? Is it really a personal message from me to another human being, or is it just another piece of paper with typing on it? Have I remembered that the ratio between reader and writer is *always* one to one?
4. Does my writing *sound* as if I'm the one responsible for the success or failure of this language transaction, or have I shifted the responsibility to the reader?
5. Does my writing *sound* as if I'm concerned with the needs, desires, and problems of my reader? If I were the reader of these same words, how would I react—favorably or unfavorably?

That's all there is to it. Perhaps you were expecting something much more startling and original. Actually, this simple advice has been hinted, whispered, spoken, and shouted for centuries. The only rare thing about it is that it is seldom applied. As a result, you see a great deal of wooden, ineffective, dull writing in all fields of modern endeavor.

Let's take a look at a fairly common type of business letter and apply our test to it. Here is one businessman's answer to a simple inquiry about a toaster from a prospective customer.

Dear Mr. Smith:

In response to your written request of above date, we beg to advise that the product about which you

inquired is not available at the present writing. Although we do our best here at the Jones Company, we occasionally underestimate the demand of the public for certain products. Such was the case with the toaster you inquired about. We have ordered more toasters and will notify you as soon as they come in. Assuring you of our interest in serving you and thanking you for your inquiry, we are

Very truly yours,

This is a common sort of letter which might cross your desk any day. Let's put it to the ear test for a moment to see how it fares.

1. We may have talked this way 100 years ago, but we don't talk this way today. This letter sounds as if it was chiseled out of an oak log. Any four-drawer filing cabinet could carry on a better conversation than the writer of this letter. In short, it's inhuman.
2. You could do one-handed push-ups on water skis more naturally than you could say this to another person in a face-to-face conversation. I know that if I said these same words at the dinner table, my family would jump up and go for help. This letter is completely unnatural.
3. The language in the letter is no more personal than the paper, the typewriter, the pen, or the ink. The letter not only sounds as if it was written by a machine, but also as if it was written *to* one. It's dreadfully impersonal.
4. We might speculate that if Mr. Smith buys his toaster elsewhere or ignores the letter, the writer will rationalize, "Well, I gave him the word. **I** guess he just didn't want to do business bad enough."
5. The writer of this letter does not sound particularly concerned with the problems of the toastless Mr. Smith, with his desire to buy a toaster, or with his interest in the writer's company. If you were Mr. Smith, would you rush your order to the Jones Company, or would you look around a while?

To make our everyday writing more human, natural, and personal, one approach is to go back to the fundamentals and ask, "How would I *talk* to Mr. Smith if he walked into my store and asked the same question?" Your answer might be something like this:

"You're asking about one of the fastest-selling appliances we have in the store, Mr. Smith. I just can't keep enough of them in stock to take care of the requests."

"I'm expecting another big shipment in next Friday, and I expect they'll move out pretty quickly, too. You know, the thing most people like about the Jones toaster is the device which keeps the toast warm and soft until you're ready to eat it."

"Of course, other toasters have this same feature, but they cost at least \$10 more than the Jones. This particular model sells for just \$16.95 and carries a full year's guarantee."

"When they come in Friday, may I set one back for you?"

CHECKLIST FOR EFFECTIVE LETTERS

Before mailing a letter, read it aloud and ask yourself:

1. Does it sound human?
2. Does it sound natural?
3. Does it sound personal enough?
4. Is the tone of the letter sincere?
5. Most of all, is it convincing?

Now, as an oral response to a question, this dialogue (or one similar to it) is a common daily occurrence in every American business house. No one is surprised to hear it or hesitant to say it. But for some strange reason, we don't write it. Is there really anything about this oral response to a question which prohibits its use on paper? I think not. Slightly modified, our original letter could be retyped humanly, naturally, and personally.

Dear Mr. Smith:

You're asking about one of the fastest-selling appliances we have in the store, Mr. Smith. I'm expecting another big shipment in next Friday.

You know, the thing most people like about the Jones toaster is the device which keeps the toast warm and soft until you're ready to eat it. Of course, other toasters have this same feature, but they cost *at least \$10 more than the Jones*. This particular Jones model sells for just \$16.95 and carries a full year's guarantee.

When the toasters come in Friday, may I set one back for you? Better still, if you say the word, I can just put it on your account and have it on your breakfast table by Saturday morning.

Cordially yours,

I realize that this simple test will not whisk away all of your writing problems. But it will at least help get you off on the right foot. Naturally, you must pay attention to grammar, punctuation, and sentence structure. But these technicalities can be checked by sight *after* you've given your writing an ear test.

As a starter, therefore, why not "play by ear" in your everyday writing? Think about the sound of voices as you write tomorrow's letters and reports. After you're satisfied that your writing sounds like a man, natural, personal conversation, you'll still have plenty of time to brush up on the fine points. Many good English composition books are available in most bookstores.

Once you get the knack of writing approximately the way you talk and testing it by how it sounds, you should notice at the same time that you write more easily and effectively.

UNION LEADERS BRIEFED ON**PR TECHNIQUES AT WORKSHOP**

The best public relations in the world is public service, delegates to a one-day workshop for union officials were told at Granite City May 24.

Jack Pierce, co-ordinator of field operations for AFL-CIO Community Services Activities, New York, stressed the importance of union personnel becoming active in community affairs. Unions can build good public relations through the medium of public service "in which you demonstrate your concern for your fellow man," he said.

Pierce told the 75 union leaders at the public relations workshop that the spirit of community service and the development of personal relationships with community leaders would tend to put public sentiment on the side of the union in the event of strikes or contract disputes.

"Labor has organized well, now it is time for us to unionize well," Pierce said.

Joining Pierce on the Workshop Program, which was directed by Val Cox, AFL-CIO Community Services representative for Alton, Granite City, and East St. Louis, were newspaper and television men who offered suggestions for the union leaders on getting better publicity in the various media.

Con Kelliher, St. Louis *Post Dispatch*, said that the unions themselves were largely to blame because bad labor publicity outweighs the good. Instead of getting their side of the story to the press, union spokesmen are usually unavailable, Kelliher said. He reported that the *Post-Dispatch* has the names and telephone numbers of public relations men representing industry and many special groups, but there are few for labor.

Kelliher suggested that business agents or other official spokesmen for unions should make sure that local press and radio outlets know where to reach them for comment. He also advised that these officials should become acquainted with newsmen personally and endeavor to help them so that these men, in turn, will become interested in writing favorable articles about unions between strikes.

Backing up Kelliher's remarks, Reuben Yelvington, city editor of the East St. Louis *Journal*, pointed out that some unions had the idea that newsmen were "unattainable" and could not be influenced to write articles favorable to labor. Yelvington told the audience to "give the reporter a break" by tipping him off to stories, because this approach will pay off in the long run.

A suggestion advanced by Joseph J. Leonard, assistant professor of Radio-TV at Southern Illinois University, was that unions in the Madison-St. Clair Counties area hire a public relations man to represent them jointly. This individual should not be merely a "front" man for unions but one who sits in on meetings and is kept fully informed of policies and plans.

(continued on page 12)

CURRENT FARM TRENDS MAY POINT TO IMPROVED OUTLOOK IN THIS AREA

By William McD. Herr

Important changes are occurring on the rural landscape of Illinois. Change is the mark of a dynamic economy; therefore, farmers, agriculturally related businesses, and rural lenders must continually be alert to needed adjustments. Current major trends in Illinois agriculture as well as that of most other areas can be summed up in one sentence: Farming today is more specialized, involving fewer farmers and larger units using increasing amounts of capital and managerial talent.

The extent of these changes are not always fully recognized, nor are differences in the rate of change between areas fully appreciated. It is believed that an understanding of some of these eye-catching changes and the forces behind them will aid individuals in planning for the future.

FEWER AND LARGER UNITS

The number of farms in the southern thirty-one counties of Illinois has declined by over 30 per cent since the early thirties. In the corresponding period the number of farms in the northern two-thirds of the state shrank by just over 20 per cent.

The greater decline in farms in southern Illinois reflects the conversion of much marginal farmland into forest, wildlife, and recreational uses and to the more rapid expansion of farm size. Some shift of land out of farming has occurred in virtually all counties but has been more pronounced in Hardin, Pope, Saline, Union, and Williamson counties. The expansion of farm size is shown in Table I. Less than 30 per cent of the farms in 1935 in southern Illinois were more than 140 acres in size compared to 43 per cent in 1954. Respective changes in the proportion of farms over 140 acres in northern Illinois during the twenty-year period were 49 and 60 per cent.

Acreages that were once sufficient to keep a family fully employed frequently fail to accomplish this goal in today's mechanized agriculture. Estimates indicate that in many parts of southern Illinois the average farm provides less than ten months of work per year. Or, stated another way, the farm labor force is unemployed about 15-25 per cent of the time. In this situation many farm operators can farm additional acreages with existing labor, machinery, and buildings. Thus, there is a keen demand for land to add to present units. Pressures of this type are likely to persist, and size of farms may continue to expand at a more rapid rate than in other parts of the state.

Another force exerting pressure to expand farm size is the area's relative advantage in livestock

William McD. Herr is an associate professor in the agricultural industries department, School of Agriculture, Southern Illinois University.

TABLE I. NUMBER AND DISTRIBUTION OF FARMS BY SIZE IN ILLINOIS, 1935 AND 1954¹

Size	Southern Illinois		Northern Illinois	
	1935	1954	1935	1954
Under 50 acres	29	26	19	11
50-139 acres	42	31	32	22
140-259 acres	23	28	36	33
260 a. and over	6	15	13	22
Totals	100	100	100	100
Number of farms	66,848	45,179	164,464	130,360
Average size of farm, acres	108	148	149	183

¹Data from the Census of Agriculture

production. In the southern portion of the state where much land is not adapted to continuous intensive cropping, this change in size of farm will permit an increase in livestock production, a more extensive type of agriculture based on hay and pasture.

Closely akin to the change in size of farm is the increasing amount of capital invested in today's farm business. Typical commercial family-operated farms in Illinois employ from \$45,000 to over \$100,000 in land, buildings, machinery, livestock, and supplies. Total capital requirements per farm have increased more than 50 per cent in the past decade alone.

Real estate represents about 65-80 per cent of the total, but the relative importance of real estate has

TABLE II. DISTRIBUTION OF SOUTHERN ILLINOIS FARMS BY ECONOMIC CLASS OF FARM, 1954

Economic Class	Value of farm products sold	Per cent of all farms
Commercial	\$1,200 or more ¹	71
I	\$25,000 and over	1
II	\$10,000-\$24,999	7
III	\$5,000-\$9,999	17
IV	\$2,500-\$4,999	19
V	\$1,200-\$2,499	17
VI	\$250-\$1,199	10
Part-time	\$250-\$1,199 ²	13
Residential	Under \$250	16
All Economic Classes		100

¹Farms with a value of sales of \$250 to \$1,199 were classified as commercial only if the farm operator worked off the farm less than 100 days, or if the income of the operator and members of his family received from nonfarm sources was less than the total value of all farm products sold.

²The operator worked 100 or more days off the farm, the nonfarm income received by himself and members of his family was greater than the value of farm products sold.

en declining as other capital assets, largely in the form of machinery and livestock, increase in importance. The 1954 Census of Agriculture indicates that the value of land and buildings averaged over \$10,000 per farm in the northern part of the state and just under \$20,000 in the southern portion. Higher farm real estate values in the north, of course, reflect larger units and higher quality land. Probably the most pressing problem in southern Illinois agriculture is how to make the best use of man resources on farms that are not able to make adjustments requiring more land and/or capital. In 1954 there was a large number of commercial farms in southern Illinois on which the combination of land, labor, and capital was so inadequate that only a low level of living could be obtained (Table II). Adjustments that may be made on many of the farms producing less than \$2,500 of farm products annually may lie in part-time operations whereby farm work is combined with off-farm jobs. In the thirty-one county region virtually 30 per cent of the farms enumerated by the U. S. Census of Agriculture are classed as part-time or residential units.

Another adjustment that would aid a large number of low-production farm operators would be a vigorous and expanding nonfarm economy in the region. With more lucrative off-farm opportunities available, many operators may be willing to leave agriculture entirely but retain their rural residence as a place to live. However, a major barrier in the way for this adjustment to take place is the high average age of the operators of these low-production farms. According to Census data, about half of the operators of the commercial farms producing less than \$2,500 of products annually are fifty-five years of age or older. Few of these operators are likely to alter their vocations in a major way.

TYPE OF FARM

Significant changes have also been occurring in the kind of products produced and hence in the types of farming of the region. Particularly striking in this respect is the shift that has occurred in crop acreage (Table III). Corn and soybean acreages have increased while the acreage of hay, small grains, vegetables, and fruit have declined since 1930. As a result nearly two-thirds of the harvested cropland in the region is in corn and soybeans, compared to less than 40 per cent twenty-five years ago. Presently the portion of harvested crop acreage that is in corn and soybeans is virtually identical with the northern two-thirds of the state. Of course, a much smaller portion of the farmland in southern Illinois is classed as cropland.

The relative increase in corn and soybean production is related to a number of factors. Not only is the yield response to fertilizer greater on many southern Illinois soils than on soils to the north, but the returns from the added cost of fertilizer materials accrue rather promptly. As fertilizer consumption increased rapidly after the early forties, fertilizer created opportunities for corn and soybean acreage to expand. In addition, these crops have in

TABLE III. USE OF CROPLAND IN SOUTHERN ILLINOIS, 1930 AND 1954

Crops	1930	1954
		(per cent distribution)
Corn	35	40
Soybeans	2	24
Wheat	19	16
Other small grains	10	8
Hay	27	10
Vegetables	1	*
Fruit	3	1
Other	3	1
Total	100	100
Total cropland, acreage		

*Less than .5 per cent

a number of past years received price supports which, in turn, minimized price risk and no doubt encouraged additional planting. Finally, with the decline in acreage of wheat (due to allotments) and other cash crop income—such as from field seeds and particularly redtop—corn and soybeans provided a profitable alternative.

With the shift of land to corn and soybeans more cash farm income has been derived from grain and more southern Illinois farms have become specialized grain-producing units. According to the 1954 Census of Agriculture, 48 per cent of the farm income of southern Illinois is from field crops other than vegetables and fruit or largely from cash grain, another 30 per cent is from the sale of livestock, mainly cattle and hogs, and the remainder distributed among dairy, poultry, vegetables, fruit, and miscellaneous products. A decade earlier cash grain provided less than 30 per cent of the farm income in the southern thirty-one counties of the state.

Since World War II general farms have declined by more than 60 per cent in southern Illinois, whereas grain farms have increased by 80 per cent. However, there are indications that the postwar popularity in grain farming has about run its course. For one thing, lower support prices and programs to reduce production have cramped acreage considerably, and there is little additional land that can be shifted to grain production.

The trend toward greater specialization in farming is likely to continue and in the long run is likely to increase most with regard to livestock. Only about 55 per cent of the land in farms in southern Illinois is harvested each year. A large part of the remainder represents pasture which can only be utilized in a livestock program. In the northern part of the state where 70 per cent of the land is harvested each year cash grain operations are, of course, more widespread and are likely to be a more permanent feature of the landscape.

CONCLUSIONS

Southern Illinois agriculture has undergone some striking changes over the past ten to twenty-five years and more change is in store. Increases in size of farm, land values, and change in systems of farming have all been greater in the southern portion of the state than in the northern two-thirds of the state. If change is the mark of a dynamic economy, perhaps these organizational changes foretell a time when farming may be more prosperous in the region than it has been in the past.

While much can be done by farmers in adjusting their organization to the future, a favorable environment is also a necessity. Among the more important requirements along this line are adequate credit facilities—for channeling capital to agriculture for making the necessary adjustments—and expanding industrial employment opportunities to provide jobs for persons technologically displaced from farming as units become larger and more specialized.

UNION PR WORKSHOP

(continued from page 9)

Leonard followed with a comment that volunteers from within union ranks generally are not qualified to do a good publicity job. Paid professional publicity men are needed, he said.

Kenneth Moore, newsman for KSD-TV, described how union members of the American Newspaper Guild employed publicity and public relations to aid them in the recent strike of the St. Louis *Globe-Democrat*.

Two publishers on the program said that all employer-union news gets the same consideration by their newspapers, but they added that labor was generally reluctant to volunteer much information while employers were ready and eager to be helpful. The publishers were Paul Cousley of the Alton *Evening Telegraph* and C. E. Townsend of the Granite City *Press-Record*.

Cousley and several other speakers emphasized the importance of timing in getting publicity releases printed or broadcast. The Alton publisher said that some people who come into the office with a story just before publication time are often disappointed when it does not appear and charge that the editor purposely left out their stories in preference for women's features, sports, recipes, and the like. Cousley explained that much of today's paper was set in type yesterday afternoon, and there are repeated deadlines up to publication time for locking up and printing the inside pages.

Other speakers at the public relations workshop included George Arms, operations manager for the educational TV station KETC, and Clifton Cornwall, assistant professor of speech at SIU's Alton Residence Center, who told "How to Persuade an Audience in Speaking."

PROSPECTIVE CITY MANAGERS

RECEIVE ON-THE-JOB TRAINING

City Hall has become a classroom for some selected senior level and graduate level government students at Southern Illinois University.

A new program set up by SIU's Local Government Center will provide internship training for students hoping to become city managers, county managers, or other servants of local government. The students, most of them working for master's degrees in political science, will spend from two months to a year working as on-the-job assistants to city managers in Illinois and Missouri.

An example is Graduate Student James Albrecht of Carbondale who is already interning as an assistant to J. Eldon Mariott, city manager of Olivette, Missouri. He will graduate in August, return to Olivette for another month (he signed on in April for a six-months internship) and then will be ready to apply for a job as full-time assistant.

Four other students also have understudy roles with city managers during the summer. Dona Szymczak of Zeigler is working in Berkeley, Missouri; Virgil Barnett of East St. Louis is serving in Greenville; and John Regan, Chicago, is on duty in Homewood.

William Winter, assistant director of the Local Government Center, says the program isn't aimed at producing full-fledged city managers. "All that can hope to learn in the limited internship-training program are the basic rudiments of city management office operation. It takes years of experience working as an assistant to learn the job well enough to qualify for a full time position."

One of the few such programs now underway at U. S. campuses (the closest ones to SIU are at the Universities of Kansas, Texas, and Michigan) Southern's was inspired by what Winter calls "a definite trend toward professional management at all levels of local government operation." He says the time is not far distant when "professional competence—not politics or patronage—will be the determining factor in how towns and communities are run. Government has become too complex for it to be otherwise."

Response to Winter's queries for intern placement locations appears to point up just how complex or burdensome—city management is becoming. Three years ago nobody was much interested in taking on interns. In the files now are "affirmatives" from nineteen city managers.

The July 28 *Wall Street Journal* reports that changing styles have pushed ranch-raised mink and man-made furs into the forefront, while wild, long-haired furs have fallen in feminine favor. Since 1930, badger pelts have dropped in price from \$10 to \$1. Fox pelts have crashed from \$10 to 10 cents. Skunk—always low socially—has also dropped commercially. Sears Roebuck marks the end of an era by telling trappers it will buy more furs from them.

SUTHERN ILLINOIS TOWNS GIVING MORE ATTENTION TO CITY PLANNING

by Frank A. Kirk

In recent years the use of city planning as a tool of local government has been gaining widespread acceptance. In southern Illinois as well as in the rest of the state and nation, there is an increasing interest on the part of citizens and public officials in the advantages and assistance which city planning offers.

Due to the lack of direct contact and experience on the part of the practitioners of city planning and their public, however, the understanding which most communities have of the meaning of the term is hazy at best. It seems in order, therefore, to describe briefly the nature of city planning.

The focus of city planning is on future physical development of the urban area. The aim is to guide physical development in such a way that the economic, social, and cultural aspects of community life are provided for in a harmonious and efficient manner. There must be sufficient space allotted for residential, business, transportation, industrial, and public uses. At the same time, the space provided for each must be properly located in relation to all the other necessary uses and functions. The public facilities which are necessary to service these uses must be provided in the proper places, at the proper time, and with adequate capacities.

In terms of the work-a-day world, city councils, school boards, park boards, and other governing bodies are repeatedly faced with problems and questions of a city planning nature. If the sewer and water systems are to be expanded or treatment facilities are to be enlarged, how many people should they be planned to serve and in what geographic directions may growth be expected? If street paving is scheduled, which streets should also be scheduled for widening at the same time, in order to insure the capacities needed to handle present and future traffic loads? Where is the best location for the new city hall or the new fire station which is planned? Where should the downtown parking lots be located and how large should they be? Where is the best location for the proposed school? How can space for schools and parks be reserved in the newly developing areas in and around the city? What programs can be devised to improve housing conditions? What type of street layout and public facilities should be required in subdivisions to insure their long-range value to the economy? How much land should be reserved



WEST FRANKFORT

PIONEERING IN CITY PLANS

for industry, and where would it best be located? Where should shopping facilities be permitted to locate so as to be convenient to the residents and yet not impair residential property values?

Many of these problems are related, of course, and their solutions must be co-ordinated. An important part of the city planning job is to work out co-ordinated answers to problems of this type. This is done by analyzing present and past conditions and projecting trends into the future. It is necessary to determine how many people may be expected in the community in future years and the directions of physical growth which may be anticipated.

Using professional standards, the city planner can determine how much land will be needed for the different uses (residential, business, industry) and the best relations of these uses to each other. A traffic plan also must be prepared to guide street and highway improvements and off-street parking developments. The proper instruments for control must be fashioned. These are, primarily: zoning ordinances to indicate the types of uses to be permitted in each part of the city; subdivision regulations to govern the provision of public facilities in new subdivisions; building codes to regulate construction practices, and capital-improvements budgeting to show how much the various improvements which are needed will cost, how the revenue to pay for them can be obtained, and the scale of priorities to be applied in choosing between needed projects.

The governmental instrument for city planning operations is the plan commission. Under Illinois law, a plan commission may be established by ordinance by the city council. Its members are appointed by the mayor with the approval of the city council from among the citizens of the community.

Frank Kirk is a city planner on the staff of the department of community development. He has assisted numerous southern Illinois towns and cities in organizing plan commissions, drafting zoning ordinances and subdivision regulations, parking problems, land use surveys, and federal housing programs.

The plan commission is an advisory group whose duty it is to prepare and recommend to the city council a comprehensive plan of public improvements, looking to the present and future developments and growth of the city. The city council may appropriate funds to enable the plan commission to conduct surveys, develop maps, hire city planning consultants, etc.

FEDERAL MATCHING FUND

Many aspects of city planning, like engineering surveys or legal advice, require professional assistance, and professional assistance costs money. Because there are numerous other seemingly more immediate demands and needs which must be met and because most cities are short of funds anyway, the money to pay for city planning has not been forthcoming in many communities. This is in spite of the fact that city planning can save money through the co-ordination of public works and increase the tax base by encouraging the highest and best use of property. Congress has recognized the need for and value of city planning and has attempted to encourage its use by establishing a financial aid program for small communities. This program, known as the Local Planning Assistance Program, provides federal aid on a dollar for dollar matching basis for city planning work in communities under 25,000 in population. The program is intended primarily to assist communities in obtaining professional city planning help.

The Department of Community Development at SIU has been working with a number of communities in southern Illinois to help them take advantage of the federal assistance program. Perhaps the most exciting outcome of the department's efforts to date has been the establishment of a procedure whereby the participation of the citizens of the community in some of the survey and fact-finding work can be used to reduce the cost of the city planning work.

The citizen efforts will be performed under the supervision of University personnel. Professional city planning consultants will be hired for the more technical work. By this procedure, it is possible to reduce the necessary cash outlay. At the same time, the great value of having the citizens involved in developing plans for the future of the city will be realized.

The pioneering effort in this new approach to the use of the federal aid program is being undertaken now in West Frankfort. This approach is new not only in southern Illinois, but in the nation. If successful, it could provide a practical model for much needed city planning work in other communities.

The federal urban renewal and low-rent public housing program have also contributed to the growth of interest and activity in city planning. Congress has now made it mandatory for communities which want urban renewal or public housing assistance to make a start on city planning. As a result of this stimulus, comprehensive planning studies are well under way in Alton and East St. Louis, and official city plan commissions have been

established or revitalized in Murphysboro, Sparn Salem, Hurst, Centralia, and Carterville.

Other communities in southern Illinois have undertaken city planning programs independent federal aid or federal requirements. Cairo and Lawrenceville have obtained comprehensive planning studies and implementing ordinances from private city planning consultants. The city government of Marion has drawn on some of its own citizens to develop a zoning ordinance and has appointed the same citizens to the plan commission to undertake other planning studies. With the help of the Department of Community Development at SIU, citizens of Carlyle and Carbondale are taking the initiative in developing maps, ordinances, and doing surveys, preparing zoning ordinances, and doing other work which will lead to comprehensive city planning.

FUTURE OUTLOOK

The prospects are bright for greatly increased activity in city planning, both in quantity and quality in southern Illinois in the next few years. The reasons for this expectation are several: (1) the process of seeking industry, many communities have discovered a need to put their own houses in order to make themselves attractive to industrial prospects. City planning is a singularly appropriate instrument for this purpose; (2) There is a growing disposition to take advantage of federal aid programs in housing, urban renewal, and planning. These programs are being viewed as a valuable supplement to local sources of revenue for financing public improvements. Congress seems intent on strengthening these programs with more substantial appropriations and the extension of the use of appropriations several years into the future; (3) The impact of the efforts of the Area Services Division, the Department of Community Development, and other units of Southern Illinois University to encourage the widespread participation of local citizens in defining and solving community problems has been spreading to more and more communities.

It is a natural step for local citizens, after studying many aspects of community life and realizing the inter-relatedness of community problems, to develop a strong interest in city planning. One can predict with confidence that these citizens will urge their public officials to undertake city planning programs. The readiness of the University to provide the guidance and technical assistance which will be needed will be an important factor in the effectiveness of their efforts.

Leland J. Gordon, Harris Professor of Economics at Denison University, Granville, Ohio, delivered a lecture on "Quantity Competition" August 6, under the auspices of the School of Business.

Dr. Gordon, who received his Ph.D. degree from the University of Pennsylvania in 1928, is a leading national authority in the field of consumer economics.

REHABILITATION OF HANDICAPPED HAS GREAT IMPORTANCE TO BUSINESS

By Albert J. Shafter

One of the most overworked and misunderstood words in our vocabulary today is that of rehabilitation. We read of efforts to rehabilitate buildings, businesses, national resources, nations, etc. Moreover, the term has been attached specifically to many activities relating to human beings. Recently, newspapers described a proposed prison in southern Illinois which would be devoted to the rehabilitation of inmates. We read of the rehabilitation of mental patients, the blind, crippled children, juvenile delinquents—almost every group where the type of change is felt desirable. As a result, there is confusion as to what is meant when we speak of human rehabilitation.

Recently, the writer asked some twenty businessmen what they would like to know about rehabilitation. In general, there were three responses. First, what is rehabilitation? Secondly, what does it have to do with me as a businessman? Third, is it really important to me as an individual? These questions reflect the confusion which has arisen over the many different uses of the term.

Rehabilitation has been defined as, "restoration of the handicapped to the fullest physical, mental, social, vocational, and economic usefulness of which they are capable." It thus becomes apparent that the term is broad and all-inclusive. The handicap the individual possesses may be physical—such as that of the amputee—or mental or emotional. Whatever the handicap, it is so great that the individual cannot compete with others.

Generally, we tend to think of competition in the sense of competition for jobs, although this is not always true. For example, in geriatric rehabilitation, the objective may simply be keeping aged individuals out of hospitals or county farms and helping them live relatively independent of others. In case there is no vocational objective in mind, rather the alternative of maintaining an individual in a hospital or at home on a much smaller age assistance pension.

With handicapped students, the construction of a shop on a building may provide them with an opportunity to compete with others for knowledge. In other words, human rehabilitation in its broadest sense is aimed at giving the handicapped individual an equal opportunity to compete with others in any field of the major areas of life.

The opportunity to compete is provided in an early fashion by the rehabilitation counselor in cooperation with the disabled individual or, as he is called, the client. The process can best be illustrated by an example where the counselor works

with a disabled individual who is seeking employment after an accident.

First, the client is given a thorough physical examination. The physician then makes recommendations regarding any medical treatment which may be required. The counselor then works with the client to determine vocational objectives. Both the client and the counselor may be assisted in working out objectives through the use of various tests, i.e., aptitude, interest, and intelligence tests. With the tests as a guide, plus the limitations imposed by the disability, the client and the counselor work out the vocational plan. The plan may call for the purchase of an artificial arm or leg, or training at a special school.

The Illinois Division of Vocational Rehabilitation, for example, send clients to special schools throughout the country. These schools have been established to train the physically or mentally disabled individual so that he can become skilled in a particular trade or occupation. With modifications, depending on the disability and the rehabilitation objectives, such plans are followed constantly throughout the country.

WHAT REHABILITATION MEANS TO BUSINESS

Businessmen, perhaps more than many other groups, should also be aware of the economic implications of rehabilitation. Although estimates vary considerably, it is believed that approximately five to six million persons in the United States are physically or mentally disabled to such an extent that they are unable to work for part or all of the time.

The Federal Office of Vocational Rehabilitation, an agency of the Department of Health, Education and Welfare, estimates that there are two million physically handicapped individuals in the United States, who, if provided with rehabilitation services, could be employable. Moreover, this agency estimates that another 250,000 persons join their ranks each year. These figures become especially noteworthy when it is realized that approximately 20 per cent of these persons are being supported by some type of public welfare assistance. In 1951, 66,000 persons were vocationally rehabilitated throughout the country. Prior to their rehabilitation, those persons dependent on public assistance were receiving \$5,700,000.00 annually.

For the entire group in 1951, \$4 million was spent restoring them to a point where they could obtain jobs. More important from an economic standpoint, within three years these persons had paid the federal government more income tax than it had cost the government to rehabilitate them. Thus, vocational rehabilitation is a case in point where it is necessary to spend money to save money. It becomes obvious, therefore, that each of us does have a very real stake in the field of rehabilitation—in seeing to it that the unemployed disabled individual does have an opportunity to compete with others for a job.

(continued on next page)

REHABILITATION (continued)

Of course, in order to do this, it will be necessary to spend money, ranging from a few to thousands of dollars to give the individual this opportunity. It is at this point, however, that the businessman does face a challenge—will he employ the handicapped or not? From the humanitarian point of view, every person who believes in the American concept of fair play must agree that the physically or mentally handicapped individual does have the right to compete for a job on his merits.

Economically, if we will not employ the handicapped, we will face an increasingly large relief load in the future. Yet, persons who specialize in placing disabled individuals on jobs frequently report they face opposition when they attempt to do so. All too frequently, the handicapped individual is denied a job on the basis of prejudice when an examination of the record would reveal that handicapped individuals, in general, have a lower absentee rate, few industrial accidents, and higher production than the "normal" worker. Aside from humanitarian and general economic principles, it seems evident that it is simply good business to hire the handicapped.

In the final analysis, however, the long range implications of rehabilitation are most important to each of us as citizens in a troubled world. In these

days of relatively high production, it is difficult to realize that in the event of an all-out emergency this country might well face a severe manpower shortage. In other words, it is not inconceivable that this country could face a situation where production demands could not be met in a total defense effort unless every available individual is utilized. In such a crisis, *every* individual would have to contribute his share in order for this country to remain free.

Thus, in conclusion, it appears clear that the businessman faces a challenge in relation to rehabilitation. The creation of a climate where the democratic concept of equal opportunity prevails; the reduction of the cost of our welfare program; the strengthening of our human resources—all of these will be determined by the business community and its attitude toward the employment of the physical and mentally disabled.

REFERENCES

Allen W. Scott, *Rehabilitation, A Community Challenge*, John Wiley and Sons, 1958.
National Defense Resources Conference, *Industrial College of the Armed Forces*, Washington, D.C., 1958.
Rush, H. A., and E. J. Taylor, "Economic Values of Rehabilitation," *Journal of Chronic Disease*, February 1955, pp. 222-223.

NEW STUDENT CLUBS

Two new student organizations have been formed in the School of Business. They are Alpha Kappa Psi, national professional business fraternity, and the Society for the Advancement of Management (SAM), a student chapter of the national SAM group which has professional chapters in most American cities.

Some 52 members of Alpha Kappa Psi were initiated last spring at a ceremony attended by national officers of the fraternity, SIU administrative officials, and faculty of the School of Business.

Southern's chapter of SAM was awarded its national charter at a spring banquet. William Barker, a national director of SAM and controller of the Granite City Engineering Depot, presented the charter to the group.

A total of 45 students are now members of the local chapter, which joins 137 other university chapters throughout the nation. Students also are given the privilege of joining the professional chapters of SAM after they have been graduated from school.

YALE FELLOWSHIP TO KOVARSKY

Dr. Irving Kovarsky, associate professor of Management, has been awarded a fellowship to the Yale University Law School for the 1959-60 school year.



Kovarsky will take a nine-month leave of absence from Southern Illinois University this fall to engage in research work in constitutional and labor law and to secure an advanced degree law.

At Southern, Kovarsky has been teaching courses in business law and conducting a seminar in labor law. He received his Ph.D. degree from the State University of Iowa and holds an L.L.B. from Chicago-Kent Law School.

The author of numerous articles in business and legal journals, he worked on the recent revision of the book, *Business Law* by Goodman and Moore.